

**KONA HISTORICAL SOCIETY
LEGACY LANDS PROPOSAL**

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5. KHS Awards and Honors



KONA
HISTORICAL
SOCIETY 3

*P.O. Box 398
Captain Cook, Hawai'i
96704*

T 808.323.3222
F 808.323.2398

*khs@konahistorical.org
www.konahistorical.org*

William Bergin
Wendy Craven
Caroline Greenwell
Tommy Greenwell
Marty Hind
Sally Inkster
Alfred Medeiros
Barbara Nobriga
Charlie Onaka
Clarence Rapoza
Frank Silva
Allen Wall

**KALUKALU RANCH HOMESTEAD
STEERING COMMITTEE**

Heather Cole
Brysson Greenwell
Martha Greenwell
Willy Greenwell
Robert Hind III
Sonny Keakealani
Maile Melrose
Edwin Nobriga, Jr.
William Paris
Cynthia Salley
Hannah Springer
Tom Woods

KONA HISTORICAL SOCIETY

Kona Historical Society Strategic Long-Range Plan 2007-2012

Approved by the KHS Board of Directors

7/5/2007

Vision

The Kona Historical Society connects past, current, and future generations and inspires an appreciation for Kona's unique island heritage.

Mission Statement

The Kona Historical Society will preserve the history of Kona to enrich our community and inform our visitors by nurturing an understanding of, and inspiring an appreciation for, Kona's unique island sense of place. We will do this through collecting, preserving, researching, interpreting, and disseminating the history of Kona with an emphasis on the period after 1779.

Organizational Values and Principles

Kona Historical Society embraces the following guiding principles and values.

1. To build and maintain a successful organization it is essential that we be responsible stewards of our financial resources.
2. We believe it is essential to the identity of the Kona Historical Society to be respectful of the contributions of various ethnic and cultural groups.
3. We cannot be successful without community involvement, so we will strive to involve our communities in various ways.
4. We believe that creating partnerships and collaborating with individuals, community organizations, and public agencies will lead to success for all those involved.
5. Since they form the basis for our program, we will be responsible stewards of our collections and cultural landscape.
6. We will be welcoming and serving in all that we do.
7. We will share knowledge in exciting and diverse ways that meet the needs of our audiences to the best of our ability.
8. We will seek to build knowledge by basing programs on careful research and respect for different points-of-view.
9. We will make a difference by remaining relevant to our audiences through regular program evaluation so we may continue to provide meaningful programs and services.
10. We will seek to inspire trust and confidence in everything we do.
11. We are an inclusive organization that encourages staff input and involvement in developing new policies and procedures so staff feels valued and empowered.
12. We believe that enthusiastic staff and volunteers with diverse skills and abilities are vital to our success, so we will nurture and wisely use our human resources in many ways.
13. We believe that educating and inspiring youth is critical for the future of Kona's unique sense of place, so we will take special care to develop programs and provide opportunities for youth.
14. We are an organization that preserves and interprets history, not a political advocacy group, so we will remain neutral in political issues.

Goals

(Goals are prioritized. Strategies are not.)

Management Goals

1. Implement new budgeting and financial reporting systems. (15)
2. Develop an organizational structure with departmental responsibilities, position descriptions, employee training, and accountability systems consistent with growth of organization. (15)
3. Purchase land at major program locations. (15)
4. Develop diverse revenue streams and a consistent, positive cash flow for operations with a goal of becoming financially self-sufficient. (14)
5. Provide needed visitor services at program locations. (13)
6. Prioritize space needs and develop long-range strategies for adding operational space needs. (14)
7. Prioritize staffing needs and recruit additional staff. (12)
8. Increase public relations and visibility of programs. (8)

Program Goals

1. Complete and implement plans for Kona Kalukalu Ranch Homestead, H. N. Greenwell Store, KHS Visitor Center, and Kona Living History Coffee Farm Visitor Center. (15)
2. Complete research projects currently underway and identify important new research priorities. (15)
3. Assess and maintain all KHS collections, and expand the collection for ranch and store projects as needed. (14)
4. Emphasize entertaining and educational visitor experiences. (9)
5. Work with area educators to develop relationships, assess needs, and create new school programs. (6)
6. Collaborate with organizations that share similar goals to achieve our mission. (6)

Goals and Strategies

Management Goals

Management Goal 1. Implement new budgeting and financial reporting systems.

Strategy 1.A. Develop and implement a new budgeting format that is consistent with professional accounting practices and is easily understood.

Strategy 1.B. Develop and implement a new financial reporting format that is consistent with professional accounting practices and is easily understood.

Strategy 1.C. Review and revise the purchasing policy and process.

Management Goal 2. Develop an organizational structure with departmental responsibilities, position descriptions, employee training, and accountability systems consistent with growth of organization.

Strategy 2.A. Assess existing staff responsibilities and reorganize responsibilities according to current organizational needs.

Strategy 2.B. Provide support for Mel and Wendy to go to the mainland in 2007 to view living history sites.

Strategy 2.C. Provide support for a staff member to attend one professional conference each year and encourage presentation.

Strategy 2.D. Develop and implement employee performance reviews on an annual basis.

Strategy 2.E. Complete new position descriptions for all staff by July 1, 2007.

Strategy 2.F. Complete new organizational chart by July 1, 2007.

Strategy 2.G. Develop policies and procedures for annual buildings and grounds inspections and reports.

Strategy 2.H. Develop improved systems of communication between different program areas during 2007.

Management Goal 3. Purchase land at major program locations.

Strategy 3.A. Purchase KCLHF property.

Strategy 3.B. Purchase property for ranch program.

Strategy 3.C. Resolve property boundary issues at headquarters.

Management Goal 4. Develop diverse revenue streams and a consistent, positive cash flow for operations with a goal of becoming financially self-sufficient.

Strategy 4.A. Establish a committee in 2007 to research and make recommendations for achieving long range financial goals by the end of 2007.

Strategy 4.B. Develop short-term financial goals for 2007.

Strategy 4.C. Complete business plan to achieve financial goals by September 2007.

Management Goal 5. Provide needed visitor services at program locations.

Strategy 5.A. Provide gift shop at ranch and farm.

Strategy 5.B. Provide adequate parking for staff and visitors at ranch and farm.

Strategy 5.C. Incorporate ADA requirements into all new facilities.

Strategy 5.D. Provide water and restroom services at ranch and farm.

Strategy 5.E. Provide safe and convenient access from highway.

Strategy 5.F. Plan and install appropriate signage.

Management Goal 6. Prioritize space needs and develop long-range strategies for adding operational space needs.

Strategy 6.A. Plan for a new collections storage and public research facility near Kalukalu.

Strategy 6.B. Include adequate KHS staff office and meeting space in visitor center complex for Kona historic ranch and store.

Management Goal 7. Prioritize staffing needs and recruit additional staff.

Strategy 7.A. Recruit and hire a full-time development director.

Strategy 7.B. Hire collections management staff as needed for exhibit and collections cleaning as exhibits are opened.

Strategy 7.C. Increase hours and find funding for Director of Research, Program, and Planning.

Strategy 7.D. Hire Superintendent of Buildings and Grounds.

Strategy 7.E. Increase staff hours and find funding for public relations and marketing.

Management Goal 8. Increase public relations and visibility of programs.

Strategy 8.A. Develop an attractive and user-friendly new Website to aggressively use the Internet to increase visitation and product sales by August 2007.

Strategy 8.B. To increase visitation, improve coordination of efforts, and improve awareness and communication about programs within KHS, develop written annual marketing plans for all program areas.

Strategy 8.C. Begin writing regular history column for *West Hawai'i Today* in 2007 and e-mail story to other potential outlets.

Strategy 8.D. Free public talk stories at farm, store, and ranch on regular basis.

Strategy 8.E. Develop at least one annual ethnic event.

Strategy 8.F. Create e-mail press release lists.

Strategy 8.G. Continue membership communication strategies.

Strategy 8.H. Cultivate political allies.

Strategy 8.I. Provide occasional reports of *ainaulu* activities and cultivate relationship with Kamehameha Schools to ensure future access to Pulehua and other *mauka* locations.

Program Goals

Program Goal 1. Complete and implement plans for Kalukalu Ranch Homestead, H. N. Greenwell Store, KHS Visitor Center, and Kona Coffee Living History Farm Visitor Center.

Strategy 1.A. Revise and complete conceptual site plan for ranch visitor/orientation center by January 1, 2007.

Strategy 1.B. Complete implementation of H. N. Greenwell Store project and open store in January 2007.

Strategy 1.C. Complete identification of ranch components by August 1, 2007.

Strategy 1.D. Complete planning for ranch project by September 2007.

Strategy 1.E. Complete restoration, furnishing plan, and installation of ranch saddle house by November 30, 2007.

Strategy 1.F. Begin active collecting for remaining ranch project in April 2008 and be substantially complete by December 2008.

Strategy 1.G. Complete fundraising and begin restoration of exterior of H. N. Greenwell Store by December 1, 2008.

Strategy 1.H. Complete all ranch site architectural building drawings by January 15, 2008.

Strategy 1.I. Complete planning and implement new visitor center at KCLHF by September 2008.

Strategy 1.J. Complete planning and install JANM orientation exhibit at KCLHF by the end of 2008.

Strategy 1.K. Complete planning, fundraising, begin construction of KHS Visitor Center and Museum Shop by Spring 2009.

Program Goal 2. Complete research projects currently underway and identify important new research priorities.

Strategy 2.A. Complete current property tax research project by July 1, 2007.

Strategy 2.B. Research and identify the contributions of Chinese to Kona's history.

Strategy 2.C. Research and identify the contributions of Filipinos to Kona's history.

Strategy 2.D. Discovery research and assess the Kona maritime story for program development.

Strategy 2.E. Discovery research and assess the Kona sugar story for program development.

Strategy 2.F. Discovery research and assess the visitor industry for program development.

Strategy 2.G. Discovery research and assess the story of natural disasters in Kona for program development.

Strategy 2.H. Discovery research and assess the possibility of developing programs on key historic moments in the history of Hawai'i and present dramatic performances presenting different perspectives.

Program Goal 3. Assess and maintain all KHS collections, and expand the collection for ranch and store projects as needed.

Strategy 3.A. Develop collections furnishing plan for ranch.

Strategy 3.B. Complete annual collections inventory at historic sites.

Strategy 3.C. Complete documentation and maintain tracking controls for all collections.

Strategy 3.D. Share tracking information with program staff responsible for use and security of specific collections.

Strategy 3.E. Process collections from major accessions in the following order of priority: 1.) Allan Don; 2.) Hind Photograph Collection; 3.) W.H. Greenwell Ranch Records; and 4) Onizuka Store.

Strategy 3.F. Acquire and process Kealahou Ranch records.

Strategy 3.G. Complete policy for minor cleaning of exhibited collections at sites by interpretive staff by March 15, 2007.

Strategy 3.H. Complete monthly cleaning of exhibited collections at sites.

Program Goal 4. Emphasize entertaining and educational visitor experiences.

Strategy 4.A. Develop first-person performances at various area cemeteries.

Strategy 4.B. Develop program for students to tell stories of ancestors at various area cemeteries.

Strategy 4.C. Develop gossip tours in Kailua and Holualoa.

Strategy 4.D. Develop program opportunities at Kealahou Ranch Center.

Strategy 4.E. Emphasize living history programming whenever possible.

Program Goal 5. Work with area educators to develop relationships, assess needs, and create new school programs.

Strategy 5.A. Collaborate with Kamehameha Schools and area educators to develop successful school programs.

Strategy 5.B. Collaborate with Malani DeAguair to plan inter-session school programs on Kona history during 2007.

Strategy 5.C. Collaborate with schools to create theatrical programs in schools.

Program Goal 6. Collaborate with organizations that share similar goals to achieve our mission.

Strategy 6.A. Develop collaborative historical agricultural tour with Amy Greenwell Gardens that cover Native Hawaiian agriculture, coffee growing, and ranching.

Strategy 6.B. Provide booth and character actor for Christ Church's 140th Anniversary Celebration in 2007.

Strategy 6.C. Continue collaborative support relationship with *Pulama ia Kona* Heritage Preservation Council and participate in heritage corridor.

Strategy 6.D. Continue to collaborate and share information with members of the Hawai'i Island History Alliance.

Mahalo for your support!

Conservator: \$10,000 and Up

Grace Ackerman
LeBurta G. Atherton
Atherton Family Foundation
Eugene & Meredith Clapp III
Cooke Foundation
County of Hawaii - R & D
Thomas Crosswhite
Kelly Greenwell
Martha L. Greenwell
Kalukalu Properties
Jerry King & Consayson Farias
Hawaii State Legislature
Hawaii Tourism Authority
HEI Charitable Foundation
Cheryl Richards - Maryl Group, Inc.
National Endowment for the Humanities
Office of Hawaiian Affairs
C. J. Robinson Estates
State Foundation on Culture & the Arts
Strong Foundation

Preservationist: \$5,000 - \$9,999

Stephanie Ackerman
Tony & Wendy Craven
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HEI Charitable Foundation
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Curator: \$3,000 - \$4,999

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Archaeologist: \$500 - \$999

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Roberta Kennedy
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Archaeologist: \$500 - \$999

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Doris Scharpf
Rusty & Dot Seymour
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Desmond & Lisen Twigg-Smith
David Young

Genealogist: \$300 - \$499

Pauline Amarino
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Farm Credit Services of Hawaii
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Historian: \$100 - \$299

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James Melrose
Alison Miyasaki
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Janine Naumu
Rob Nunally
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West Hawaii Concrete
Allen Wilcox
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Historian: \$100 - \$299

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Dan & Cary Woolley
Richard Wray
Frank & Doris Yamamoto
Sanford & Frances Yanagi
Kay Yokoyama
Lorelei Yokoyama
James & Nancy Zampathas
Sharon Ziegler

Description of Collections (in basement of H.N. Greenwell Store)

The collections are open to the public by appointment Monday through Friday from 9-3. They include: (1) a non-lending library totaling 1700 + printed volumes; (2) 150 linear feet of historical documents and records including manuscripts, pamphlets and 150 oral history interviews (100 transcribed); (3) 40,000 photographs, (4) 100 hours of oral history interview videotapes; 300 hours of assorted videos of Kona (5) 170 maps; (6) 8000 feet of film; and (7) 3400+ objects including household items, personal artifacts, and commercial items (Uchida Farm & the H. N. Greenwell Store alone includes 2500 objects). Most of the objects in the collections are the only ones collected and preserved in the state of Hawaii.

Special collections include: Kona historian Jean Greenwell's indexed references files (25 linear ft) documenting boundary testimonies, land use, place names, royal land grants and Hawaiian genealogies (1850 to detailed information on prices, sales and inventory, these personal journals also provide us with a glimpse of life in the Kona district before 1940 through the years of both English and Japanese immigrants.

The collections are representative of the diverse population beginning with native Hawaiians and including all major immigrant groups to the district beginning with American and European adventurers and settlers (1778-1900), Chinese (1850's) Portuguese (1870's), Japanese (1888-1924), Filipino (1920-1940), counter culture (1965-1980).

An extensive resource on Kona's place names, Place Names of Kona, compiled by Jean Greenwell, Dorothy Barrere and Lloyd Soehren, is only available at the KHS archive.

Greenwell Store Exhibit Collection –

As a result of the opening of the H.N. Greenwell Store exhibit, the museum is now caring for 1000 additional objects that are displayed in the store as part of the 1890 exhibit.



Awards and Honors

Kona Historical Society

KONA HISTORICAL SOCIETY

Historic Preservation: "Keep it Hawai'i"
State of Hawai'i Certificate of Merit

Award of Merit

American Association of State & Local History

Certificate of Recognition

Richard Smart Big Island Community Achievement
Award

Outstanding Employer of Persons with
Disabilities, 1999

State of Hawaii award

Everyday Heroes Award

American Red Cross

Programs

KONA COFFEE LIVING HISTORY FARM

National Register of Historic Places

U.S. Department of the Interior

State Register of Historic Places

State of Hawai'i DLNR

National Preservation Honor Award

National Trust for Historic Preservation

Historic Preservation Award

Historic Hawai'i Foundation

Award of Merit

American Association of State & Local History

Smithsonian Affiliate

(first in the state of Hawaii)

Partner Places Program

National Trust for Historic Preservation

HISTORIC KAILUA VILLAGE

WALKING TOUR

Historic Preservation Award

Historic Hawai'i Foundation

H.N. GREENWELL STORE

National Register of Historic Places

U.S. Department of the Interior

State Register of Historic Places

State of Hawai'i DLNR

Historic Preservation Award

Historic Hawai'i Foundation

Publications

A GUIDE TO OLD KONA

Historic Preservation Award

Historic Hawai'i Foundation

Certification of Commendation

American Association of State & Local History

GUIDE TO HERITAGE STORES

Historic Preservation Award

Historic Hawai'i Foundation

GUIDE TO THE KONA DISTRICTS

Historic Preservation Award

Historic Hawai'i Foundation

HISTORIC KAILUA VILLAGE MAP

Historic Preservation Award

Historic Hawai'i Foundation

E PILI ANA NO KONA (Regarding Kona)

17 minute video

Historic Preservation Award

Historic Hawai'i Foundation